

# BOARD MEMBERS' CONFERENCE

NATIONAL HOUSING FEDERATION

LEADING A STRONG AND AMBITIOUS HOUSING SECTOR

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£125

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Friday 7 December

1-2 FEBRUARY 2019  
HILTON MANCHESTER  
DEANSGATE HOTEL

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UPDATED  
AGENDA

# BOARD MEMBERS' CONFERENCE

## LEADING A STRONG AND AMBITIOUS HOUSING SECTOR

This year at our Board Members' Conference we're doing things differently with a move to Manchester, new strategic content and interactive formats.

The increased focus on governance and board oversight means the contribution of board members to the future of the sector has never been more important. This is the only conference dedicated entirely to the challenges facing housing association board members and chairs, giving you a variety and depth of guidance you won't find anywhere else. Sessions throughout the two days will allow you to get under the skin of the complex issues facing the sector, providing you with the tools and insight you need to achieve your organisation's mission and strengthen its future.

### Debates designed to disrupt your thinking

- Lead your organisation to tackle the housing crisis: is it really possible to build that many homes?
- Hear from organisations paving the way in addressing diversity.
- Take the time out you need to understand the needs of your residents.
- Drive innovation: are you part of the solution or part of the problem?
- Challenge the perception that housing associations have strayed too far from their social purpose.

### We've listened to your feedback

- **Longer sessions:** we'll provide you with more time to discuss and debate.
- **More interaction:** quiz the experts and get the answers you need to take your insight to the next level. New formats to include:
  - **1-2-4-all** – start alone, then in pairs, then foursomes, then finally as a whole group to tackle a specific challenge.
  - **Fireside chat** – ask the questions that you've always wanted the answers to in this intimate informal setting.
  - **Chatham House Rules** – forget towing the company line, nothing that's said in these sessions can be reported on so speakers can be as honest and open as they like.
- **Our offer to boards:** find out more about the Federation's ongoing work specifically designed to support housing association boards.



**NEW**  
interactive  
formats

Be at the forefront of tackling society's biggest challenges



**96%**  
SATISFACTION  
RATE



**20+**  
SESSIONS



**300+**  
ATTENDEES



**10+**  
HOURS OF  
QUALITY  
NETWORKING

This year's content is designed to help raise the bar of the housing sector and assist organisations to drive successful strategy. These are themed around:



**Accountability  
and transparency**



**Leadership  
and influence**



**Strategic thinking and  
decision making**



**Finance  
and risk**

### Expert speakers include:



**Samantha Herelle**  
Board Member, Optivo



**Gordon Perry**  
Board Member  
Trafford Housing Trust and Broadacres  
Housing Association



**John Giesen**  
Chair, TPAS



**Baroness Diana Warwick**  
Chair, National Housing Federation



**Hattie Llewelyn-Davies**  
Chair, Colne Housing



**George Garlick**  
Chair, Thirteen

### Unrivalled sponsorship opportunities



To find out more about sponsoring Board Members' Conference please contact **James Moscicki**, Account Director.

☎ 020 7067 1055

✉ [james.moscicki@housing.org.uk](mailto:james.moscicki@housing.org.uk)

# PROGRAMME

## DAY ONE Friday 1 February

**09:00** Registration and welcome refreshments

**09:45** Chair's welcome and opening remarks

**10:00** Responding to the Social Housing Green Paper

The Social Housing Green Paper highlighted tenants' desire for "a culture of accountability" and the Government's own goal of "making sure their voices are heard". In this session we'll discuss what we've learnt during the consultation process and understand the next steps in delivering an ambitious plan for the housing sector.

**10:45** Brexit and beyond: the impact on housing associations' finances

While the UK economy has recovered and thrived again since the financial crash, 10 years on and it feels like history repeating itself with long established high street names going into administration and government funding being cut in numerous areas. So, what really is the current situation with the economy and what does it mean for housing associations and their ability to deliver more homes?

**11:30** Networking break and refreshments

**12:00** Challenging boards to take risks in order to deliver the homes the country needs

- Working together to build the homes the country needs.
- What board members need to know about development risk.
- Exploring different tenures and what this means for boards.



**Linda Nash**  
Chair, Live West



**Pauline Davis**  
Vice Chair, Riverside

**12:50** Head-to-head debate: is it time to impose diversity quotas on housing association boards?

- Why are so many housing association boards still struggling with diversity?
- Outlining the benefits and drawbacks of diversity quotas.
- Alternative solutions to age-old stigmas we must deal with decisively.



**Steve Douglas**  
Chair, One Housing



**Michelle Park**  
Board Member, Together Housing Group



**Raj Patel**  
Chief Executive, Housing Diversity Network



**13:40** Networking lunch

**14:40** Breakout sessions – please select one option:

Accountability and transparency 	Leadership and influence 	Strategic thinking and decision making 	Finance and risk 
<b>A1 – Rebalancing the relationship between landlords and residents</b> <ul style="list-style-type: none"> <li>• New models of tenant governance and building management.</li> <li>• Changing the way you respond to complaints.</li> </ul> <p><b>Samantha Herelle, Board Member, Optivo</b> <b>John Giesen, Chair, TPAS</b></p>	<b>L1 – What makes a great chair?</b> <ul style="list-style-type: none"> <li>• Understanding the fundamental principles that make an effective chair.</li> <li>• How do chairs in the public sector and private sector differ?</li> <li>• The essentials for a successful chair and chief executive relationship.</li> </ul> <p><b>George Garlick, Chair, Thirteen</b> <b>Hattie Llewelyn-Davies, Chair, Colne Housing</b></p>	<b>S1 – Innovation: are you part of the solution or part of the problem?</b> <ul style="list-style-type: none"> <li>• Is innovation the key to solving the housing crisis?</li> <li>• Does your board embrace a disruptive mind set?</li> <li>• Assessing the board's appetite to innovation risk.</li> </ul> <p><b>James Green, Futures Programme Director, National Housing Federation</b></p>	<b>F1 – Driving greater value for money from the board perspective</b> <ul style="list-style-type: none"> <li>• Reviewing the Sector Scorecard approach.</li> <li>• Learn how to drive efficiency and sustainability from your housing stock while sticking to your business aims.</li> </ul> <p><b>Gordon Perry, Board Member, Trafford Housing Trust and Broadacres Housing Association</b></p>
<b>1-2-4-all format</b>	<b>Panel discussion</b>	<b>Interactive workshop</b>	<b>Expert briefing</b>

**15:40** Networking break and refreshments

**16:10** Breakout sessions – please select one option:

Accountability and transparency 	Leadership and influence 	Strategic thinking and decision making 	Finance and risk 
<b>A2 – Changes to fire and building safety and the impact on governance</b> <ul style="list-style-type: none"> <li>• Implementation of the Hackitt Review – what new legislation could be coming down the line?</li> <li>• The importance of leadership in a new regulatory environment.</li> </ul>	<b>L2 – Diversity of thought and leadership as well as protected characteristics: ensuring your board has the right style, skills and knowledge</b> <ul style="list-style-type: none"> <li>• Recruiting the right experience and skills to your board to meet the changing needs of housing associations.</li> <li>• Weighing up whether remuneration of board members will help attract talent.</li> </ul>	<b>S2 – In conversation with the Federation</b> <p>Ask the questions that you've always wanted the answers to in this intimate 'fireside' chat.</p> <p>Forget pre-set questions and towing the company line, this session will be under Chatham House Rules and gives the audience an opportunity to get into the minds of our speakers.</p> <p><b>Baroness Diana Warwick, Chair and Kate Henderson, Chief Executive, National Housing Federation</b></p>	<b>F2 – The Housing Battle Room</b> <p>In small groups you will be set a challenging scenario to act as the board of a fictitious housing association. You'll need to discuss and debate the ideal responses to a major incident and its fallout, enabling you to assess your ability to respond effectively and efficiently.</p>
<b>Expert briefing</b>	<b>Interactive workshop</b>	<b>Fireside chat and Chatham House Rules</b>	<b>Interactive workshop</b>

**17:10** End of day one

**18:30** Networking drinks reception

**19:30** Conference dinner  
Your opportunity to network with colleagues old and new at a sit down dinner. Given the popularity of this dinner please book at the time of buying your conference ticket to avoid disappointment.



**Ayesha Hazarika**  
Columnist and Political Commentator

## DAY TWO Saturday 2 February

09:00 Registration and refreshments

09:20 **Chair's welcome and opening remarks**

09:30 **The great debate: have housing associations strayed too far from their original social purpose?**

- Understanding the current role social housing plays in society.
- What should the purpose of social housing be?
- Does your board regularly take time to critically examine the organisation's strategies and activities against its guiding social purpose? If not, why not?



**Fayann Simpson**  
Resident Board Member, L&Q



**Fay Selvan**  
Chair, Jigsaw Homes Group

10:30 **Two (or three or more...) is better than one: frameworks for successful partnerships**

**Ingredients for success:**

- Understanding what makes a great partnership before you've even begun.
- What lessons can the housing sector take from other industries?
- How to maintain the partnership once it's in place and understanding what is required of all parties.



**Dr David Walker**  
Chair, Wythenshawe Community Housing Group and Bishop of Manchester

11:30 Networking break and refreshments

12:00 **Five things housing associations can learn from the private sector**

Organisations in the private sector have more freedom to operate, while public organisations are governed by laws, regulations and structural checks and balances. But what are some of the things that housing associations boards can learn from the private sector to overcome some of the challenges they face and improve their effectiveness?

13:00 Networking lunch

14:00 **Breakout sessions – please select one option:**

<b>Leadership and influence</b> 	<b>Strategic thinking and decision making</b> 	<b>Finance and risk</b> 
<p><b>L3 – Leading culture change: developing and implementing culture from the top down</b></p> <ul style="list-style-type: none"> <li>• What role does your board play in supporting culture change?</li> <li>• Creating a clear leadership vision.</li> <li>• Leading from the front – the power of visibility.</li> </ul> <p><b>Expert briefing</b></p>	<p><b>S3 – Examining the board's role in preparing for, mitigating against and dealing with a crisis</b></p> <ul style="list-style-type: none"> <li>• How to safeguard your organisation in times of crisis: steps to take in the immediate aftermath.</li> <li>• Managing a crisis on social media: pitfalls and miss steps to avoid.</li> </ul> <p><b>Chatham House Rules</b></p>	<p><b>F3 – The balancing act: commercial mindset and risk oversight</b></p> <ul style="list-style-type: none"> <li>• Defining commercialisation: is there one definition? How useful is it to define?</li> <li>• The role your board plays in adopting a more commercial approach.</li> <li>• Understanding and mitigating the inherent riskiness of commercial activity.</li> </ul> <p><b>Panel discussion</b></p>

15:00 Networking break and refreshments

15:30 **Exploring the current governance landscape: future opportunities and risk for housing associations**

- Assessing the impact of the new UK corporate code of governance on housing associations.
- Implications of the Social Housing Green Paper.
- Forecasting future challenges surrounding GDPR and how they can be overcome.

16:30 Chair's closing remarks and close of conference



**Mark Lewis**  
Board Member, Trent and Dove



## HOTEL ACCOMMODATION

**We have secured preferential rates at nearby hotels:**

- Hilton Manchester Deansgate (event venue) – rooms from £150 per night (including breakfast)
- Jury's Inn (4 minute walk from event venue) – rooms from £115 per night (including breakfast)

Please visit the accommodation page on our website for more details: [housing.org.uk/boards](https://housing.org.uk/boards)



The National Housing Federation is the voice of affordable housing in England. We believe that everyone should have the home they need at a price they can afford. That's why we represent the work of housing associations and campaign for better housing. Our members provide two and a half million homes for more than six million people. And each year they invest in a diverse range of neighbourhood projects that help create strong, vibrant communities.

# BOOKING FORM

## DELEGATE 1

Delegate name \_\_\_\_\_  
Job title \_\_\_\_\_  
Organisation \_\_\_\_\_  
Delegate mobile no. \_\_\_\_\_  
Delegate email \_\_\_\_\_  
(You must supply your email address so you can receive your booking confirmation)  
Address \_\_\_\_\_

Tel \_\_\_\_\_  
Email (if different) \_\_\_\_\_  
Name (if different) \_\_\_\_\_  
Special requirements (e.g. dietary/accessibility) \_\_\_\_\_  
 **I wish to attend the dinner on 1 February\***  
yes  no

## DELEGATE 2

Delegate name \_\_\_\_\_  
Job title \_\_\_\_\_  
Organisation \_\_\_\_\_  
Delegate mobile no. \_\_\_\_\_  
Delegate email \_\_\_\_\_  
(You must supply your email address so you can receive your booking confirmation)  
Address \_\_\_\_\_

Tel \_\_\_\_\_  
Email (if different) \_\_\_\_\_  
Name (if different) \_\_\_\_\_  
Special requirements (e.g. dietary/accessibility) \_\_\_\_\_  
 **I wish to attend the dinner on 1 February\***  
yes  no

## DELEGATE 3

Delegate name \_\_\_\_\_  
Job title \_\_\_\_\_  
Organisation \_\_\_\_\_  
Delegate mobile no. \_\_\_\_\_  
Delegate email \_\_\_\_\_  
(You must supply your email address so you can receive your booking confirmation)  
Address \_\_\_\_\_

Tel \_\_\_\_\_  
Email (if different) \_\_\_\_\_  
Name (if different) \_\_\_\_\_  
Special requirements (e.g. dietary/accessibility) \_\_\_\_\_  
 **I wish to attend the dinner on 1 February\***  
yes  no

**\*Unless this box is ticked you will not be able to attend**

### Where did you hear about the conference?

- Letter/leaflet from the Federation  24housing  Email  Search engine  Employer/colleague  
 Twitter  Phone call from the Federation  Federation external affairs manager  Other (please specify) \_\_\_\_\_

## SESSION CHOICES

Sessions are subject to availability at the time of booking. Delegates can only attend **ONE** session at any time.

	Friday 1 February			Saturday 2 February							
	14:40 - 15:40			16:10 - 17:10			14:00 - 15:00				
Delegate 1	A1 <input type="checkbox"/>	L1 <input type="checkbox"/>	S1 <input type="checkbox"/>	F1 <input type="checkbox"/>	A2 <input type="checkbox"/>	L2 <input type="checkbox"/>	S2 <input type="checkbox"/>	F2 <input type="checkbox"/>	L3 <input type="checkbox"/>	S3 <input type="checkbox"/>	F3 <input type="checkbox"/>
Delegate 2	A1 <input type="checkbox"/>	L1 <input type="checkbox"/>	S1 <input type="checkbox"/>	F1 <input type="checkbox"/>	A2 <input type="checkbox"/>	L2 <input type="checkbox"/>	S2 <input type="checkbox"/>	F2 <input type="checkbox"/>	L3 <input type="checkbox"/>	S3 <input type="checkbox"/>	F3 <input type="checkbox"/>
Delegate 3	A1 <input type="checkbox"/>	L1 <input type="checkbox"/>	S1 <input type="checkbox"/>	F1 <input type="checkbox"/>	A2 <input type="checkbox"/>	L2 <input type="checkbox"/>	S2 <input type="checkbox"/>	F2 <input type="checkbox"/>	L3 <input type="checkbox"/>	S3 <input type="checkbox"/>	F3 <input type="checkbox"/>

## Your priority booking code: BM0219WEB

The fee includes attendance at all sessions, refreshments and lunch on both days. It also includes the drinks reception Saturday 2 and dinner on Friday 1 February. Accommodation is not included.

**Early bird**

Save **£125 by 7 December\*\***

**Standard**

after Friday 7 December 2018

**NO VAT**  
payable

### FULL CONFERENCE

Member £625  £750   
Not for Profit/Public Sector £725  £850   
Private Sector £975  £1,100

### DAY ATTENDANCE

Friday 1 February Saturday 2 February

Member £435  £435   
Not for Profit/Public Sector £525  £525   
Private Sector £660  £660

**\*\*Early Bird discount applies to Full Conference only**

**SAVE**  
**£125**  
Book by  
Friday 7 December

## GROUP DISCOUNT

Book four get a fifth place free. This offer only applies to full conference tickets purchases (both days).  
Call 020 7067 1066 to take advantage of this offer.

## PAYMENT

I understand that payment must be made at the time of booking.  
Total payment € \_\_\_\_\_

- I would like to pay by invoice. You must include a Purchase Order number or Reference here: \_\_\_\_\_  
 I have paid by BACS and attach the remittance advice (Please quote BM0219 on all BACS transmissions).  
National Housing Federation bank account details are: Lloyds Plc, Kings Cross Branch, 344 Grays Inn Road, London, WC1X 8BX, Federation Sort Code: 30-94-73 | Account No. 00113238  
 I would like to pay by debit/credit card please tick the box and we will contact you to take payment. Please note: We do not accept Diners Card or AMEXI.  
 I enclose a cheque payable to the National Housing Federation

## ALL CANCELLATIONS MUST BE MADE IN WRITING.

Cancellations will be charged a £100 cancellation fee per person.  
The full fee is payable for any cancellations received after 4 January 2018.

## GDPR PRIVACY NOTICE

The National Housing Federation is committed to protecting your personal data and will process the personal data you provide to us subject to the provisions of the Data Protection Act 1998 and the EU General Data Protection Regulation (GDPR) and any subsequent national legislation (i.e. Data Protection Bill 2018) our full privacy notice can be found online [www.housing.org.uk/evemp/privacy](http://www.housing.org.uk/evemp/privacy)  
 Please tick the box if you wish to receive information about existing and future products and services provided by the National Housing Federation.  
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We have secured reduce accommodation at nearby hotels. Please visit the accommodation page on our website for more details: [housing.org.uk/boards](http://housing.org.uk/boards)